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6 September 1968

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MEMORANDUM FOR:

SUBJECT : The Director's Meeting with the Professional Recruiters

1. The recruiters would like most to hear the Director comment on "big picture" matters, the developments and concerns which influence the Agency's work and its place in the national picture. This may seem entirely too general, particularly for a short meeting, but I have in mind the following specific subjects which recruiters have suggested and which relate to their understanding of the context in which they do their job. I present them in the form of statements and questions.

a. Significant changes with respect to the missions of intelligence, or in the relative priorities among major functional areas, will have implications for our manpower requirements. For example, an expansion in scientific and technical fields, or shifts in the activities of the Clandestine Services, will be reflected sooner or later in the requirements placed on recruiters. Does the Director see any developments ahead with respect to the Agency's size or functions which are likely to affect long range recruitment planning?

b. It appears that CIA will continue to be a target, real or symbolic, for dissident elements on the campus. Thus we will have to manage our university relationships, particularly in the field of recruitment, in sophisticated and unobtrusive ways which will maintain our access but avoid confrontation. It has been said that good public relations means excellent performance publicly appreciated, but in the nature of things

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we must limit discussions about our performance and minimize our efforts to gain public appreciation. Therein lies something of a dilemma. Does the Director foresee a more affirmative approach to our public relations, particularly in the academic world? Are there likely to be changes in our public relations activities or our public information policies as a counter to adverse publicity?

c. Studies by the Inspector General and the Committee on Professional Manpower indicate that recruitment, over the years, has done a creditable job of bringing into the Agency the kinds of people we need, but that we have done less well in the subsequent assignment and utilization of our people, particularly the junior professionals. Are we likely to see the more general recognition of the Agency's responsibility to manage its people in ways that will retain and develop them?

2. I realize these are large subjects and would expect only brief, off-the-cuff comments on them; but it would be very helpful to the recruiters to have some of the Director's thoughts along these lines.



Deputy Director of Personnel
for
Recruitment and Placement

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